

Chapter Fifteen

Organizational Communication in the Internet Age

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15-3a

Perceptual Process Model of Communication

Model is based on notion that people create meaning in their own minds. Elements of model include:

- ❖ Sender. Person, group, or organization that communicate with a receiver.
- ❖ Encoding. Sender translates thoughts into a code or language that can be understood by others.
- ❖ The Message. The output of encoding.
- ❖ Selecting a Medium. Method used to communicate. All media have advantages and disadvantages.

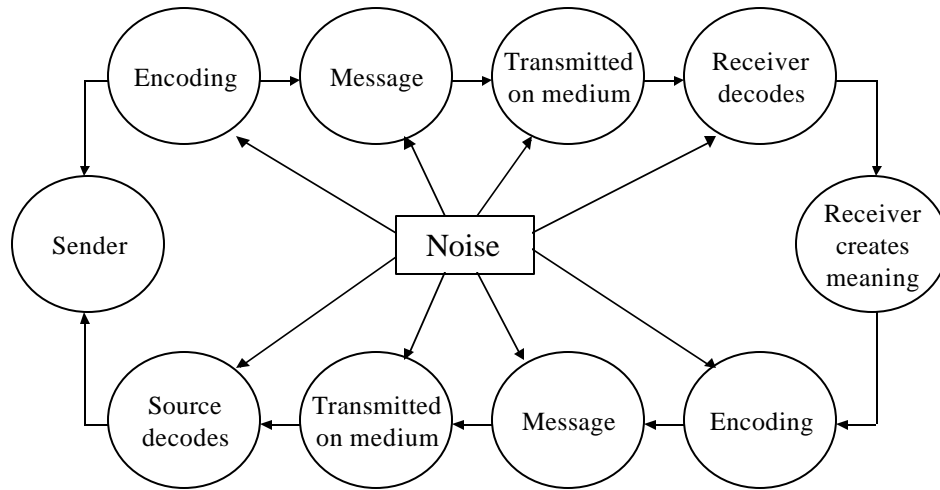
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Figure 15-1

A Perceptual Model of Communication



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Perceptual Process Model of Communication (continued)

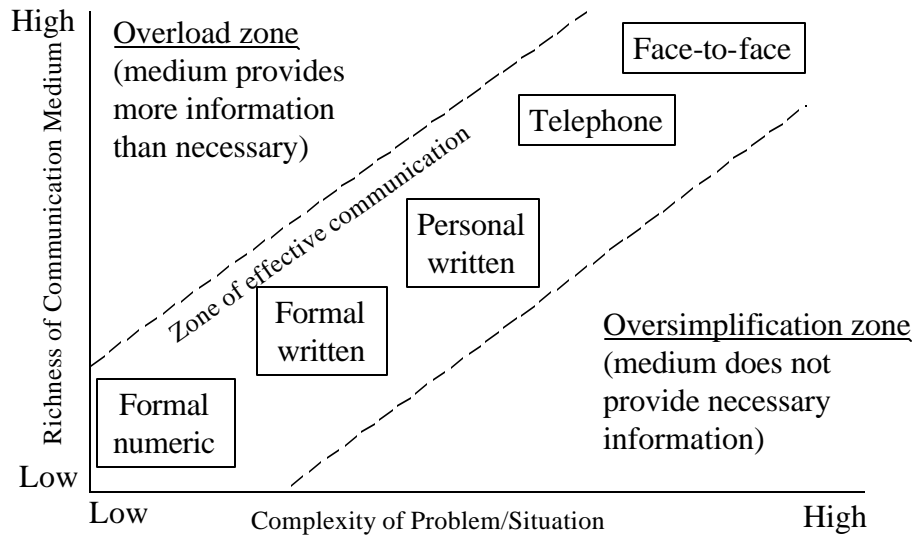
- ✦ Decoding. Receiver converts a message into a form that can be interpreted.
- ✦ Creating Meaning. Receivers interpret message by using components of social information processing.
- ✦ Feedback. Receivers response to a message.
- ✦ Noise. Anything that interferes with the transmission and understanding of a message.

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Figure 15-4

A Contingency Model for Selecting Communication Media



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One-Way vs. Two-Way Communication

■ One-Way

■ Advantages

- Fast
- Nonthreatening to sender

■ Disadvantages

- Probability of misunderstanding
- Receiver resentment
- Receiver frustration

■ Two-Way

■ Advantages

- Clarification of message
- Receiver input
- Sender/Receiver involvement

■ Disadvantages

- More time-consuming
- Threatening to sender

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Tips for Improving Nonverbal Communication Skills

- Maintain eye contact
- Occasionally nod your head in agreement
- Smile and show animation
- Lean toward the speaker
- Speak at a moderate rate
- Use an assuring tone

Hierarchical Communication

- ❖ Managers provide downward communication about
 - job instructions
 - job rationale
 - organizational procedures and practices
 - feedback about performance
 - indoctrination of goals
- ❖ Employees provide upward communication about
 - themselves
 - co-workers
 - organizational practices and policies
 - what needs to be done and how to do it
- ❖ Timely and accurate hierarchical communication promotes individual and organizational success

Communication Distortion

Communication Distortion: occurs when an employee purposely modifies the content of a message.

- Communication distortion is more likely when
 - an employee's supervisor has high upward influence
 - an employee's supervisor has the power to reward and punish
 - an employee aspires to getting promoted and moving up the organizational hierarchy
 - an employee does not trust his or her manager

Basic Elements of a Complete Message

- The IDEA of the message
- The FEELING that goes with the idea
- The REASON that a particular feeling is associated with the idea

The Grapevine

The Grapevine: represents the unofficial communication system of the informal organization.

- The grapevine is
 - characterized most frequently as a cluster pattern in which one individual passes along information to other people, who in turn communicate the information to selected others
 - faster than formal channels
 - about 75 percent accurate
 - used when people are insecure and faced with organizational change
 - used by employees to acquire the majority of their on-the-job information

Barriers to Effective Communication

- Process Barriers: involve all components of the perceptual model of communication
- Personal Barriers: involve components of an individual's communication competence and interpersonal dynamics between people communicating
- Physical Barriers: pertain to the physical distance between people communicating
- Semantic Barriers: relate to the different understanding and interpretations of the words we use to communicate

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Listening Styles

- Results-style listeners are interested in hearing the bottom line or final conclusion of a message before asking questions. They are:
 - direct
 - action oriented
 - focused on the present
 - problem solvers
 - interested in clearly stated conclusions
- Reasons-style listeners are interested in hearing the rationale behind a message. They are:
 - concerned with whether or not a solution is practical and reasonable
 - prone to weigh and balance all information
 - likely to argue, out loud or internally
 - intolerant of communications that are disorganized
 - interested in knowing “why” a sender believes in whatever he or she is communicating

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Listening Styles (continued)

- Process-style listeners like to discuss issues in detail and prefer to receive background information prior to discussing an issue. They are:
 - people oriented
 - interested in all the background or supporting information associated with an issue
 - very interested in obtaining high quality solutions
 - future oriented
 - have ongoing conversations
 - indirect
 - concerned with “how” something will be accomplished and in identifying the benefits of proposed solutions
- For class discussion: Identify which listening styles are most and least compatible. How can your awareness of listening styles improve your communication competence?

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